

PROJECT

MANAGEMENT PLAN

Client:	Sydney Metro
Project/Facility Name:	The Bays Road Relocation
Project Number:	6119-000
Project Commencement Date:	November 2020
Estimated Project Completion Date:	31 July 2021
Issue Date:	19 October 2020
ID Code and Version:	6119-OPE-MP-001

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REVISION HISTORY				Approvals		
Rev #	Date	Chapter/Section/Page Revised, plus any remarks	Compiled by:	Reviewer	Project Manager	PM Line Manager
A	19/10/20	Draft for Review	R Kelly	B Collins	B Collins	A Boyd
B	05/11/20	Updated following comments	R Kelly	B Collins	B Collins	T Page
C	09/11/20	Updated following comments	R Kelly	B Collins	B Collins	T Page

This sheet records the version and a summary of approved changes to the document. If only a few revisions are made, only the new or revised pages may be issued. The nature of the revision is briefly noted under “Remarks”, but these remarks are not part of the document.

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APPROVALS

Senior Project Engineer

Signed: R Kelly

Date: _____

Project Manager

Signed: B Collins

Date: _____

The issue and use of this Project Delivery Plan is with my authority. All personnel employed on this project shall perform their duties in accordance with the requirements of this plan and in compliance with Company GMS requirements, any specific project procedures and associated instructions. All subsequent revisions and issue of this Project Delivery Plan shall be completed by the authority of the Project Director in consultation with the Construction Manager.

NSW Construction Manager

Signed: T Page

Date: _____

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1. INTRODUCTION AND PURPOSE

The purpose of this document is to provide and integrate information (requirements, plans & controls) to all relevant project stakeholders and should be seen as the core Project Management Document that refers to more detailed plans where required.

The scope statement should be compiled at tender stage and further developed early after award. Updating contract information and further development of the plans is then required. The Project Manager (PM) is the owner of this plan and any other plans developed for this project and will apply change control to ensure the most recent plans are approved and executed.

1.1 Application

The Project Management Plans are developed primarily as communication tools to the team and stakeholders. These plans become the 'Project Procedure' for the mentioned project and the contents should be understood and implemented by the project team leaders and members.

This document intends to satisfy the Sydney Metro contractual requirement for implementation of a Project Management Plan, whilst at the same time, satisfying Georgiou internal requirements for implementing a Project Delivery (Operations) Management Plan.

1.2 Distribution of this Plan

Electronic Copies of the plan(s) shall be saved in the Project Workspace in the Document Management System under 02 Management > 05 Planning & Programming > Management Plans. Project Management Plans shall be registered and their distribution controlled on the Project Document Register. Hard copies of the plan(s) are distributed to the following stakeholders only:

- 1) Sydney Metro Office
- 2) Georgiou Group Site Office
- 3) Georgiou Group NSW Office

1.3 Amendments

Refer to cover sheet.

1.4 Authorisation

For the due management of this project, all project personnel concerned with management shall be fully familiar with Georgiou Management System (GMS) requirements and all activities. All activities shall be performed in accordance with the requirements of the GMS and the Project Delivery Plan.

This Project Management Plan shall be approved by the Project Manager, their Line Manager and the Business Unit General Manager.

1.5 Management Plans in conjunction with this document

The following Project Management Plans, are integral to project delivery and management and should be read in conjunction with this plan:

- 1) Construction Environmental Management Plan and associated Sub Plans
- 2) Health and Safety Management Plan
- 3) Community Consultation Strategy

- 4) Construction Traffic Management and Safety Plan
- 5) COVID-19 Management Plan
- 6) Incident, Crisis & Emergency Response Management Plan
- 7) Quality Management Plan

2. SUMMARY PROJECT/CONTRACT INFORMATION

2.1 Brief Description

Sydney Metro is proposing to configure the internal port road network at Rozelle to facilitate the orderly urban renewal of the Bays West area while maintaining access to the White Bay Cruise Terminal and other port operations at Glebe Island and White Bay. This includes long-term urban renewal initiatives for the Bays West area and works for various future developments within the locality, including critical works for the proposed Sydney Metro West. The proposal also provides the opportunity to improve road safety by reducing conflicting traffic movements in the internal port road network.

The proposal is comprised of the following key features:

- Reconfiguration of the intersection at Port Access Road / Sommersville Road / Solomons Way
- Relocation of Port Access Road to the south-west
- Line marking and signage at Port Access Road, Sommersville Road and Solomons Way in the east of the proposal site to establish one-way flows and reduce conflicting traffic movements
- Relocation of Cement Australia Truck Parking Licenced Area to the north-east.

2.2 Contract Title

The Bays Road Relocation - Construct Only Package

Contract Number: 00013/11865

2.3 Contract Value

\$5,735,187.18 ex GST

2.4 Project Correspondence to Client

All correspondence shall be addressed to the following:

Address: Level 43, 680 George St, Sydney, 2000.
Attention: Principal's Representative - Simon Cooper
Contract Reference: 00013/11865

2.5 Location

Site Address: Port Access Road, Rozelle NSW
Site Office location: Gate 1, Port Access Road, Rozelle NSW

2.6 Site Establishment and Layout

The project scope of works is located at the intersection of Solomons Way, Somerville Rd and Port Access Road in Rozelle NSW.

There are existing facilities that are available for use in the truck marshalling area at the extent of works on Port Access Road. These facilities were from a previous Sydney Metro project that are no longer required. Georgiou will occupy the provided facilities and install an additional office and amenities to adhere to the relevant requirements for the workforce on this project.

Proposed Site Compound

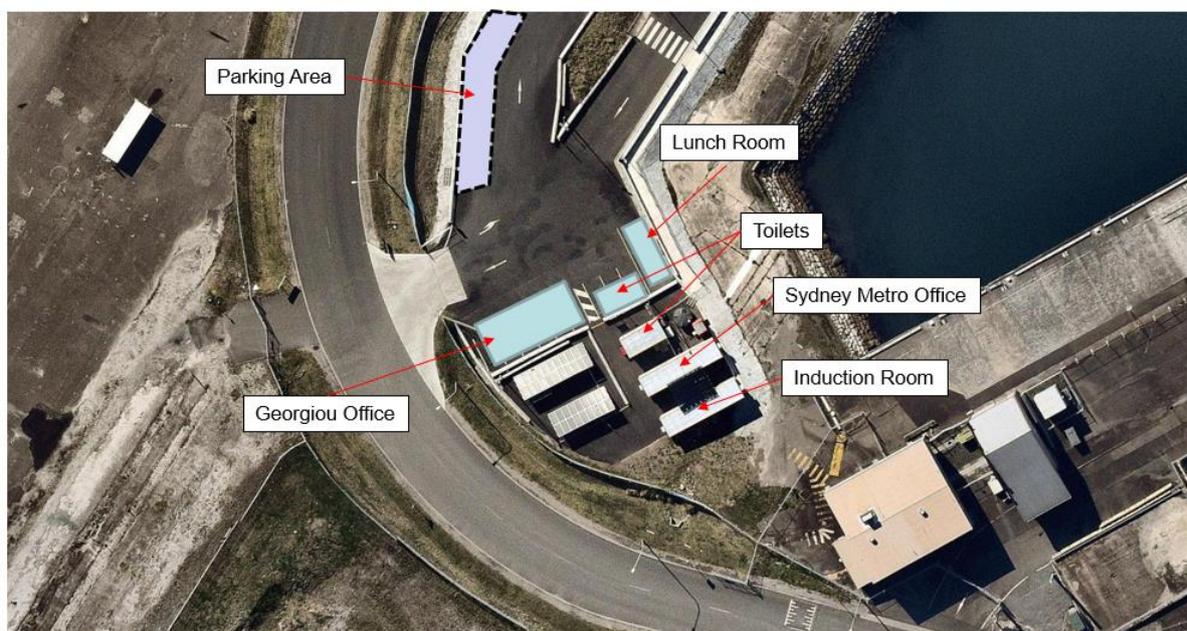


Figure 1 - Proposed Site Establishment Layout

Prior to commencing operation on site, all items of powered mobile plant (including Subcontractor's plant) must be risk assessed, taking into consideration various aspects including delivery and unloading, inspections, operations, maintenance and servicing, the site conditions and scope of work. Plant Risk Assessments are to be specific to the item of plant and in accordance with the OEM manual.

If the risk assessment does not sufficiently address the above criteria to the satisfaction of the Site Supervisor, the Supplier/ Subcontractor/ Operator has the opportunity to re-submit the plant risk assessment. This is to be compiled and agreed in conjunction with the Supplier/ Subcontractor/ Operator prior to commencing on site. The plant will be stood down until this process is complete.

2.7 Key Project Stakeholders

The following key stakeholders are external to the Project Structure and may have a huge influence on the project in terms of consultation, information sharing and decision making.

- Port Authority NSW

- Cement Australia
- Sugar Australia
- Gypsum Resources Australia
- Westconnex 3B
- Cruise Ship Operators

Please refer to the Community Consultation Strategy PDCS Ref: SMWSDDS-SMD-TBY-CL-PLN-004243

2.8 Site Security and Access

There are a number of sites, gates and interfaces that need to be managed when establishing the site compounds, working areas and access paths.

The site compound shown above has existing fencing around the perimeter of the site, with gates that will be used to control access at the entry driveway. Similarly, the compound that we have available is fenced off with 2 access gates provided. These gates will be controlled through a use of Padlocks that the site supervisor will control.

All personnel that are to attend site must report to the site office to undertake an induction, sign onto SWMS and attendance registers as required. Please refer to the Health and Safety Management Plan for further details on this process.

The worksite will be established with a combination of perimeter fencing and road barriers to define the worksite and control access. Gates will be provided at the entry and exit points to the worksite that will be locked at the end of each shift.

All Sydney Metro personnel who will be regularly attending the project will need to undertake the full project induction. Any other personnel or interface contractors that wish to come to site and/or work on the site will need to formally notify the Project Manager. A determination will be made on what controls, inductions and agreements will need to be put in place to allow the works or visit to proceed.

2.9 Construction Management Team

The Project Team will consist of a highly qualified, experienced, expert and motivated team to complete these work packages for Sydney Metro. We are nominating a team with the requisite background in the construction and building types within this scope of works. The following are the Key Discipline leads:

Brad Collins – Project Manager	
Project managing complex projects in the government context	Brad has a Degree in Civil Engineering with 15 years' experience delivering project services for public and private clients. His recent experience includes The Sydney Metro FAW project.
Driving project outcomes	Brad's experience includes development, planning and delivery of large transport infrastructure projects and small to medium sized developments and refurbishments across various sectors of the transport industry including rail, roads and council assets.
Driving commercial outcomes	Brad approaches design and other engineering services with a strong commercial focus to ensure his projects are within budget and/or can be reliably costed.
Working effectively with utilities	Brad's previous project works has exposed him to works with a range of services including sewer, water, gas, electrical (both HV and LV) and communications in brown field sites. These services have ranged from critical importance, for example the main Jet Fuel line between Silverwater and Sydney Airport, to typical LV services.
Working effectively with stakeholders	Brad is an enthusiastic and committed team member ensuring that he contributes in a positive manner to the successful delivery of project outcomes with an understanding and focus on stakeholder and community engagement.
Supporting strong project governance	Brad is highly organised and structured and he manages both small project teams within his field of responsibilities, and contributes within broader project management governance structures.
Supporting project safety objectives and outcomes	Brad demonstrates a keen interest and focus on safety through his many design roles on public transport infrastructure. This work has an emphasis on safe public access. Brad also leads safety in design processes.

Brian Smith – NSW Safety Manager	
Project managing complex projects in the government context	Brian has extensive experience in the construction industry, with multiple qualifications in construction related safety.
Driving project outcomes	Brian supports his project management team with safety planning and compliance to allow projects to be advanced. Brian will promote Georgiou's safety culture in focusing on preventable safety incidents and supporting the management team in delivering the best safety outcomes.
Driving commercial outcomes	By ensuring safety compliance and targeting zero work related injuries, Brian supports the project team in meeting commercial outcomes.
Working effectively with utilities	Brian appreciates the sensitivities and safety risks of multiple works interfacing utilities and Sydney Metro works with interface managers to develop safe work methods.
Working effectively with stakeholders	Brian has numerous touchpoints across his project responsibilities as safety manager and works professionally and constructively with all internal and external stakeholders to build and maintain a positive safety culture.
Supporting strong project governance	Brian manages both small project teams within his field of responsibilities, and contributes within broader project management governance structures. Brian has a strong safety advocacy role within project governance.
Supporting project safety objectives and outcomes	In the role as NSW safety manager, Brian has joint responsibility with the project team to set a positive safety culture, prepare safety management plans, and work statements. In addition, Brian will provide all contractors and sub-contractors the assurance and guidance expected by Georgiou and Sydney Metro on complying to the approved safety management systems

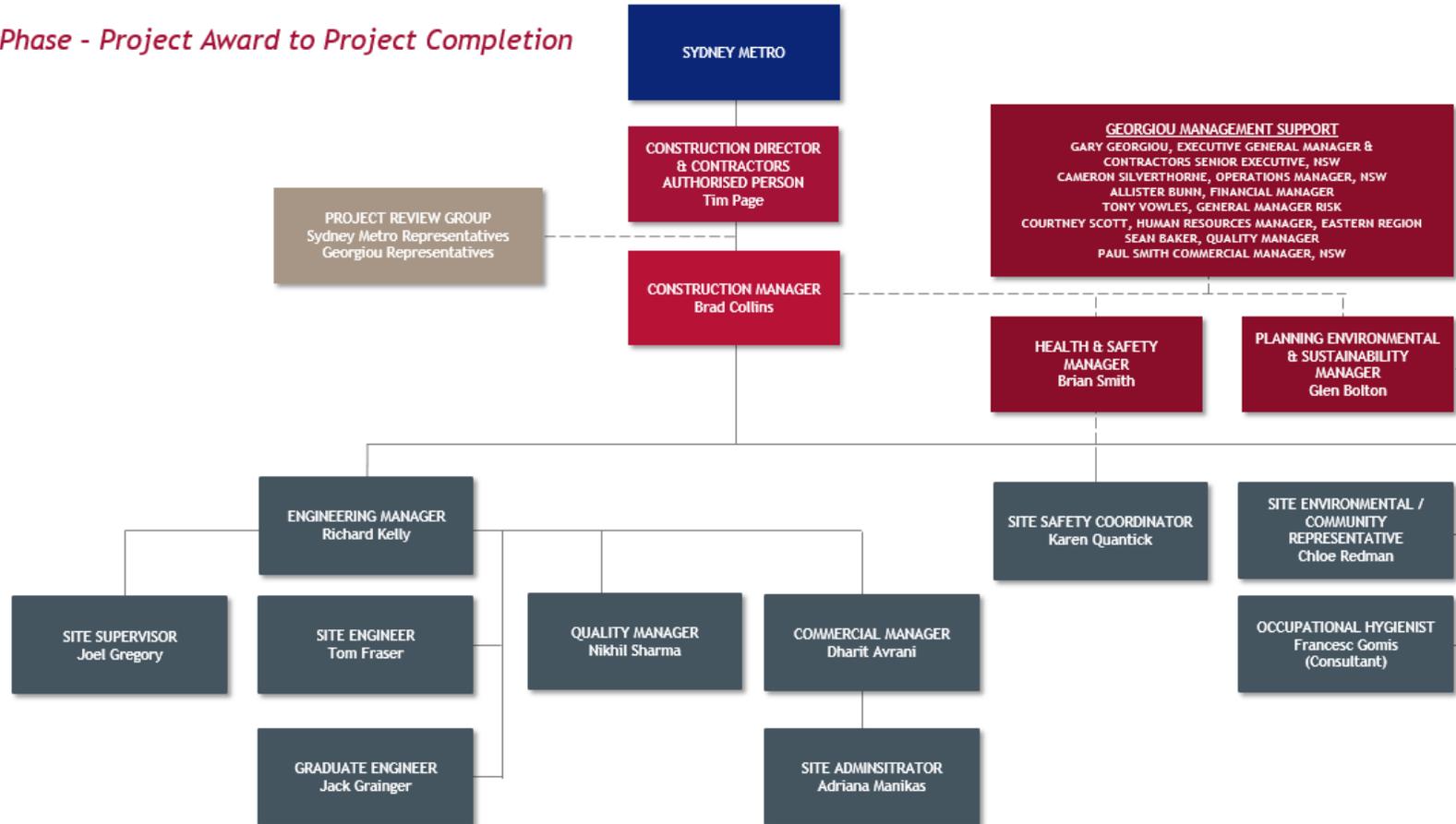
Glen Bolton – NSW Environmental Manager	
Project managing complex projects in the government context	Glen has extensive experience in the construction industry, and has been involved in a vast array of project falling under different approval criteria. Glen understands the planning approval requirements and ensures compliance.
Driving project outcomes	Glen supports his project management team with environmental planning and compliance to allow projects to be undertaken while minimising environmental risks.
Driving commercial outcomes	By ensuring environmental compliance and targeting zero environmental incidents, Glen supports the project team in meeting commercial outcomes.
Working effectively with stakeholders	Glen works in a very collaborative manner that will ensure any controls or mitigation measures required by the project consider adjoining construction site and the requirements of the client and stakeholders.
Supporting strong project governance	Glen has established a thorough reporting and review structure within the NSW business to ensure compliance and will have numerous staff undertaking tasks on this site to capture the requirements.

Following is a populated organisational chart / management structure that expands on the above personnel and details the team structure and their responsibilities.

Project Organisational Chart
Sydney Metro West -The Bays Road Relocation COP



Phase - Project Award to Project Completion



2.10 Contract Details

Date: Contract Award: 30th September 2020

Date: Practical Completion: 31st July 2021

Contract Duration (Weeks): 39

For contract detail, please refer to the detailed Obligations and Rights Analysis (ORA)

2.11 Tender Name and Reference

The Bays Road Relocation

Sydney Metro

Contract No, 00013/11865

Georgiou No. 20200167N

2.12 Plant and Material, Resources and Handling

Subcontract works packages will be split into suitably scoped and sized packages, in accordance with the project procurement plan. Such scoped works may be split relevant to professional discipline/trade, as well as specific contractor expertise.

Construction plant to be utilised onsite will typically consist of the following:

- Excavators 5T to 20T
- Truck and Dogs
- Bobcats
- Watercarts
- Rollers
- Concrete Trucks & Concrete Pumps
- Vac/Sweeper trucks when or if required
- Small power tools and equipment
- Asphalt Paving Machines
- Concrete Slip-form Machines
- Elevated Work Platforms

The construction schedule will dictate the sequence of activities required to complete the project. Resources will be planned and deployed to this plan.

Interfacing with other contractors and availability/access to site is anticipated to be very dynamic due to the nature of the works sites, as such, resource planning and balancing is a crucial role to be performed by the site management team, consisting of the supervisor, engineer and subcontractors.

Site materials will be handled as is appropriate for the site location and material, and all due care will be taken to ensure dust and disturbance of natural ground will be at the absolute minimum, in accordance with the Construction Environmental Management Plan.

2.13 Noise and Vibration

Noise and Vibration will be managed in accordance with the *Construction Environmental Management Plan- Appendix 7 - Noise and Vibration Sub Plan*.

2.14 Special Conditions to mention

Nil.

2.15 Notes on Insurance

Insurance for the project shall be in accordance with the Contract Particulars and recommendations made by Georgiou insurance brokers with regards to special risks and excess buy down.

These shall be affected and confirmed prior to mobilisation to site. Excesses on principal supplied policies are required to be disclosed so that the risk of these excesses is known, and mitigation strategies put in place.

Subcontractor insurances shall also be in accordance with the requirements of the Head Contract and relevant subcontract or hire agreement. Evidence of these shall be kept on site and remain current.

A synopsis of Georgiou policies with notifiable site conditions can be found on Georgiou's Company Intranet: <http://intranet.georgiou.com.au/download/output/5561>

3. PROJECT SCOPE STATEMENT

3.1 Scope of Work

Sydney Metro have requested Georgiou to construct on behalf of the New South Wales (NSW) Government, the new intersection to Solomons Way, Somerville Rd, and Port Access way in Rozelle to facilitate the future construction of The Bays Precinct and Metro Station. These works involve the following:

- (a) Complete all necessary survey and site and utility investigation required for site establishment, demolition and construction of all works associated with The Bays Road Relocation;
- (b) Construct the truck parking area and intersection - including site set up, traffic management, environmental and community notifications and/or permits, construction and installation of all permanent works items, connection to and/or modification of any affected services and utilities to the project specifications and standard, or better;
- (c) Complete any and all temporary works design and construction - including all necessary investigative works, design and installation of temporary works;
- (d) Undertake final make good works or reinstatement to the affected site and all works - smooth transitioning of kerbs, paths and driveways to match surrounding levels as per the specification and standard; concrete finish as per specification; clean and tidy landscaping; temporary survey setout marks and indicators to be removed; construction related ERSED controls to be removed; any temporary fencing to be removed and application of any necessary grouts, silicon, sealers, paints, grommets, fillers, cover plates, and trims are to be installed to produce a neat and tidy high quality finish; and
- (e) Commission the new intersection and parking facilities - including all associated lighting, local services and utilities affected by the works and obtaining any necessary certifications;

3.2 Project Objectives

The following are the Key Objectives of the project as defined by the Project Management Leadership Group:

- Maintain and preferably enhance established third-party relationships
- Safe delivery of the project, while interfacing with others, including other contractors, stakeholders and the community
- Successful commissioning of the new works including obtaining any necessary certifications

3.3 Project Milestones

The following are the Key Milestones for the project to be achieved:

Item	Milestone Description	Date
1)	Project Award Date:	31 July 2020
2)	Site Establishment	9 November 2020
3)	Construction Commences	16 November 2020
4)	Site Media Event	16 November 2020
5)	Completion of the works	31 July 2021
6)	Final Claim Submitted:	25 August 2021
7)	Project Defect Liability period start date:	31 July 2021
8)	Defect Liability closure and Guarantees recalled:	31 July 2022

3.4 Project KRA's and KPI's

There are no specific KRA's or KPI's affiliated with this contract

4. PROJECT CONTROLS

4.1 General

Georgiou will ensure that all investigation, design and construction activities are entirely integrated and compatible to satisfy all the requirements of the Contract and Works Brief.

Safety will be taken into account in all aspects of the Project Works, the Temporary Works and the Contractor's Activities. This would include protecting any public infrastructure and assets, kerbs, gutters, utilities services - Councils and Private assets - driveways etc. that are affected by construction activities carried out by Georgiou.

4.2 Project Structure and Project Communication

Project Communication starts with this document. The Project Manager will arrange separate sessions to discuss the contents of this document. All direct reports to the Project Manager, Engineers and Supervisors should read study plans and arrange sessions with the Project Manager to clarify if not clear.

Refer to the Project Communication Management Plan that describes reporting relationships, individual roles & responsibilities, individual KPI's, formal meetings to attend and formal reports to be issued.

4.3 Principal's Representative and Environmental Representative Communication

Formalised communications with the Principals Representative and Environmental Representative will be via Team Binder document management system. Witness Point and Hold Point notifications will be conducted in accordance with process stipulated in the Project Quality Management Plan.

The use of Team Binder does not preclude verbal and/or written interactions and information transfer between parties, as required for the daily logistics and planning of executing the works.

The project will conduct weekly meetings with Sydney Metro. These weekly meetings will be minuted, with necessary action items allocated to team members, and assigned appropriate agreed time lines. The meeting minutes will be distributed to the necessary team members, and stored as record.

The project team will liaise with other contractors on site, by attending planning and communications meetings proposed. This will be done in conjunction with methods set out in the Community Consultation Strategy.

Georgiou will generate a monthly Work Pack that will provide layout plans and planned work activities to best communicate to all key stakeholders associated with the Sydney Metro Project.

Project notices and associated time frames are summarised in the Contract Rights and Obligations matrix.

4.4 Scope Confirmation & Control

The Company procedures shall be adhered to for the operation and control of identified processes that have been identified as critical for the fulfilment of the Projects safety objectives.

The scope of the project is the fundamental basis of any project. Any change to the scope of work will impact all other responsibility areas on a project, including dates, costs, revenue, resources, quality assurance, risks, procurement and communication. To ensure the project applies effective scope control, it is important that all team leaders understand and apply the following principles:

- 1) Have a good understanding of what the contracted scope of work is and how the scope relates to the budgeted values in the project
- 2) Have a good understanding of our obligations and rights under the contract and how it relates to the scope of work
- 3) Have a good understanding of what could be expected as 'in-scope' work by the Client and at the same time, could be seen as 'Out of Scope' work for Georgiou. These grey areas have to be clarified with urgency when occurred.
- 4) Technical Queries should be well documented and associated responses should be analysed and clarified with urgency.
- 5) Any technical clarification from the Client Engineer that may fall outside the scope of work has to be analysed and discussed with the relevant Project Leadership for decision making and notices to the Client.
- 6) Complex (or potential unsafe) portions of work, have to be broken down into more understandable and easier Work Method Statements to improve the understanding of the sequence of events, resource requirements, equipment and permits to execute the work.

- 7) When executing scopes of work effectively on site, some activities executed by supervisors could be additional requests that may fall outside the scope of work, or may have been excluded from tender deliberately (agreed at tender stage), or the work methods are changing to cope with external environmental factors, etc. To cope with these small possible variations, it is a Georgiou requirement that Supervisors and Engineers maintain Site Diaries to record daily events correctly as evidences for potential further commercial discussions. This activity is not about creating opportunities, but rather about Georgiou's contractual right to recover costs for out of scope works.

4.5 Revenue, Claims and Head Contract

The project will follow the following principles to optimise economic value to the Company, which are aligned with the Revenue Management Procedure:

- Out-of-Scope work will be communicated and confirmed with the Client as soon as possible
- Variations will be processed with urgency and according to the Contract
- The Variation and EOT register will be used and updated weekly (Attachment 5.4) to provide the status quo
- Project claims will be submitted in accordance with the contract terms.
- Monthly cash inflows will be forecasted monthly, until completion
- Projects will target a positive net cash position at all times
- The project team leaders and members will assist the Project Manager diligently to identify and record justified variations

4.6 Works Schedule & Productivity Control

A project schedule (Construction Program) has been formulated in Primavera P6 for this project. This program will be monitored and updated by the Project Manager on a fortnightly basis.

The Project Schedule includes:

- The Milestones as defined in this document. Milestones are set for end of specific phases, or key portions of works, and other as required by the Client
- Key Tasks for each of the following phases in the project life cycle and not limited to:
 - Mobilisation and Site setup
 - Construction Activities / Portions of work on site
 - Commissioning & Handover
 - Demobilisation & Commercial Closeout

4.7 Cost Control

Cost control and reporting will be achieved through the use of the 'Coins' software and administered by the Project Manager in conjunction with the Contracts Administrator as per cost management guidelines. The following key principles will be applied:

- Project margin meets original estimate and/or forecast
- Project budgeting and cost reporting to be done in 'Coins'

- Valuation reports to be compiled by the 6th working day of each month.
- Project Forecast reports to be done by the 6th working day of each month.
- Cost accruals to be listed and reported as per requirement.
- Remittance advice to be compiled for every subcontract that requires multiple payments.
- Purchase orders raised for every purchase and orders and invoices received daily with monthly accruals not exceeding one month.

4.8 Site Instructions and Day works

Client Site Instructions

Where additional work is requested of Georgiou and is not covered by the scope of the existing contract, the following processes are required;

- A client issued site instruction must be in place prior to any work commencing. This site instruction must be authorised by the client's representative.
- The Site Instruction should identify an agreement of the value of the works to be performed.
- Agreed/Authorised Site Instructions must be transferred to the Variation and EoT register as soon as practically possible by the Contract Manager for inclusion within the claims process.
- All documentation and correspondence pertaining to the Site Instruction must be filed within the DMS Project Workspace SI folder. Each SI issued to the project must be filed within a separate and unique SI folder within the DMS workspace.

Day works

Prior to, and during, any work undertaken on a Day work arrangement, the following requirements apply;

- A Site Instruction for day works, authorised by the clients representative, must be in place prior to any work commencing.
- The Project Manager is responsible for ensuring accurate mechanisms are in place and utilised to ensure accurate and timely claims of day work activities. The Project Manager is responsible for monitoring and ensuring engaged subcontractors adhere to this requirement. This will include the use of timesheets to record plant and labour hours to substantiate claims.
- All day works records are to be submitted to the client's representative for approval on a daily basis.
- The Contracts Administrator is responsible for ensuring all documentation pertaining to the claim is received, collated, validated and verified and filed within the DMS Project Workspace.

4.9 Procurement Control

The following key rules to be applied in conjunction with existing company policies and procedures:

- Purchase Orders to be raised and approved before any purchase is made. Purchase orders are only for material supplies only.
- Subcontracts and Subcontract Orders to be raised for any other supply of labour or sub-scopes of work to be executed by subcontractors. No service provider will be paid unless subcontracts are signed and approved by all parties.

- Payments to suppliers will be processed diligently to ensure service/goods receipting, invoice approval and processing of payments on a daily basis.
- Supply chain documents will be filed on DMS as required.
- Subcontractors to be set very clear objectives and target dates for their responsible portions of work. This will include the requirements as set out in Clauses 28, 29, 30, 31, 31A and 31B of the Head Contract.
- Logistic control is required on site to ensure items (PPE, components, tools, equipment, plant and vehicles) are registered, tracked, certified, maintained and returned fully functional on completion.

4.10 Health & Safety Management Control

Health & Safety management on the project shall be in accordance with the Health & Safety Management Plan (HSMP) and COVID-19 Management Plan. These plans shall nominate specific health & safety risks and proposed control measures to ensure compliance with Sydney Metro Principal Contractor Health & safety Standard and all regulatory, legal, Georgiou policies, processes and other requirements.

The process for construction risk identification and assessment, and risk mitigation and control measures, is detailed in the Project Health and Safety Management Plan. Where a high risk construction activity has been identified a detailed safe work method statement shall be provided. Refer to 4.21 for Development and Management of Work Method Statements

In the event of a Safety Incident, Georgiou Management and Sydney Metro will be notified. Please refer to section 13.2 of the Health and Safety Management Plan which provides detail on the reporting and notification requirements.

Where an incident is or has the potential to escalate to a 'significant' incident or crisis, an immediate phone call must be made by the Georgiou Project Manager (or delegate) to the Sydney Metro Principals Representative and Sydney Metro Safety Manager.

4.11 Environmental Management Control

Environmental management on the project shall be in accordance with Construction Environmental Management Plan (CEMP). This CEMP shall nominate specific environmental risks and proposed control measures to ensure compliance with all regulatory, legal, Georgiou policies, processes and other requirements.

4.12 Technical Specification Compliance

The project team will comply with all technical specifications and construction standards applicable to all construction works as are necessary. Technical specifications and applicable Australian Standards have been nominated within the Design Documentation for each Work Package.

4.13 Durability

Durability will be considered and addressed throughout the design and construction of all Assets and Asset Components.

Georgiou will incorporate all controls necessary to ensure the durability of all Assets and Asset Components and that the specified Design Life for each Asset as detailed in the relevant specifications are met. These controls will be identified and detailed in the Design Documentation for each Work Package.

4.14 Emergency Response

Emergency Response management on the project shall be in accordance with Incident, Crisis and Emergency Response Management Plan (ICERMP) - sub plan of the Health and Safety Management Plan (HSMP). This ICERMP shall nominate specific risks and proposed control measures to ensure compliance with all regulatory, legal, Georgiou policies, processes and other requirements.

4.15 Quality Management Control

The Project shall comply with the project management processes described / referred to in this document.

Product specific quality on the Project shall be in accordance with the Product Specific Quality Management Plan; including ITP's and work procedures/work method statements that have been developed specifically for this project.

Refer to the Project Quality Management Plan.

4.16 Survey

Prior to commencing any activity which could affect existing ground conditions or infrastructure (including roads, access driveways, bus stops and associated bus service infrastructure, parks and other publicly accessible areas, footpaths and cycle ways, Utility Services, railways, buildings and other structures), Georgiou will undertake preconstruction ground and infrastructure condition surveys (Dilapidation) to establish the condition of all existing ground and infrastructure which could be affected by the proposed activities.

The dilapidation survey must be conducted with the agreement of the property owner and any occupier and be completed at least 10 days prior commencing the relevant activity. A detailed record will be prepared and submitted to SM with a minimum to include dated photographs of the pre-construction conditions of all ground and infrastructure which may be affected and a summary description of the pre-construction condition of the ground and infrastructure.

4.17 Worksite Traffic Management Control

Worksite Vehicle Movement plans will be developed for the project to identify the overall staging of the generic traffic management requirements and specifics of some re-routing of traffic at various stages of the works. Each worksite traffic management plan will require review by qualified personnel prior to implementation. Also, vehicle movement plans specific for every site compound including enter and egress will be recorded in this document.

It is intended that the general arrangements will comply with the MRWA Traffic Field Guide and Australian Standards. It should be noted that these tools do not identify every possible traffic management situation that will develop through the course of this project. Subsequently, a thorough compliance review of these plans will be necessary to appropriately manage the safe movement of traffic.

Please refer to the Construction Traffic Management Plan for extensive detail on the worksite traffic management arrangements and controls.

4.18 Temporary Works

Temporary Works is any works that is not part of the finished structure but is required during the construction of the works as a supporting structure and/or is required for the determination of supporting structure/technique.

Temporary Works shall be identified and considered during job planning assessments including Safety in Design Review, Construction Risk Assessment Workshops (CRAW) which includes demolition works, and Safe Work Method Statements.

To ensure that a risk based approach is taken to the management of Temporary Works, Georgiou adopts the Temporary Works Control Procedure classifying the Temporary Works according to safety risk. Temporary works design requires involvement of temporary works specialists including professional engineers and industry experts to identify risk and design appropriate measures to prevent failure or collapse. All Temporary Works must be designed to conform to all relevant Australian Standards, Codes of Practice and Regulations for each particular temporary work structure or technique being designed. Please refer to the Health & Safety Management Plan for further details on the management of Temporary Works.

The Temporary Works that will be constructed or installed include without limitation, the following items:

- Temporary Site Compound (amenities, temporary services);
- Temporary Fencing (Site security, public protection, hoarding);
- Site Access (vehicular access, temporary signage, associated environmental controls)
- Traffic and Pedestrian Management devices (temporary road-works, drainage, line marking, signage, safety barricades and lighting)
- Existing services diversion/protection (steel road plates, shoring or support devices)
- Site management items (lay-down and storage areas, stockpile areas, rubbish removal)
- Formwork and Falsework systems related to insitu concrete
- Temporary Handrails

Temporary works (e.g. formwork, false work, precast, shoring, back propping, temporary structures etc.) must be identified, designed and independently verified by appropriately qualified persons. Georgiou has established a Temporary Works Qualifications Matrix template that defines Temporary works, their risk categories and associated level of qualification and experience required during the works process. The above items will be removed from site at the completion of the temporary works or at the completion of the project.

It is not proposed to incorporate any of the above temporary works items into the permanent works and therefore compatibility with the permanent works is not expected to be an issue.

4.19 Commercial Risk and Opportunity

The project has pre-defined and agreed baseline targets relating to margin and completion dates as specified in this document.

- Any event that may have a high likelihood, or consequence, of changing the mentioned baselines negatively is considered a risk and may be included in the cost to complete. The Project Manager will decide when to include risks in the cost to complete
- Any event that can change baselines positively is considered an opportunity. The Project Manager will decide when to release opportunities into margin
- Any event that has happened already and influence the project negatively, is considered an 'Issue' and should be reflected in the cost to complete

Risks and Opportunities will continuously be identified and reviewed to ascertain the potential impact on the project. Those risks and opportunities that have significant impact (>\$50 000) will be tracked

and controlled through a pre-planned risk review process, preferably every two weeks and not exceeding a four week period.

Where risk items have been identified that could delay completion of the project, Sydney Metro will be notified under the 'Early Warning' obligation of the contract.

The risk register started during the tender process where all significant risks and opportunities were identified and control actions were planned and defined. Any risk or opportunity could be categorised and related to one of the following areas:

- Scope-
- Contracts-
- Costs & Revenue-
- Time- or Schedule-
- Procurement-
- Communication-, and even
- Risk Management

4.20 Document Control

The Document Management System (DMS) will be employed to manage document control and aSite will be utilised for the registering of drawings and correspondence inflow and outflow.

This will be maintained and controlled by the Site / Graduate Engineer.

4.21 Development and Management for Work Method Statements

The development and management of work method statements will be performed in conjunction with the requirements of the Project Health and Safety Management Plan, Section 10.5.6 Job Hazard Analysis (JHA)/Safe Work Method Statement (SWMS).

SWMS will be completed for all high risk construction work. SWMS developed will reflect the risks and controls identified in the site risk register and supporting work instructions. Subcontractors will be provided access to the site **HSE Risk Register** and prior to undertaking the work will be required to submit their SWMS to Georgiou for review using the **Assessment of Subcontractor SWMS form**.

4.22 Reports & Meetings Control

See the Project Communication Management Plan (Attachment B) for details.

4.23 Project Communication Medium

On-Site:

The primary method of communication with the site will be via Mobile Phones
Due to the size and nature of the project, Notice boards will not be feasible. Site requirements, safety measures, areas of work and project statistics, etc. will be communicated during the daily morning pre-start meeting
Pre-Start meetings will be conducted daily prior to the works commencing to point out scope of work, construction methods and safety measures planned for the day's activities.

In Office: Mobile Phones and wireless internet access / emails will be used.

4.24 Presentation and Housekeeping

All site staff and personnel will insure a respectable degree of presentation is reflected to all people and entities through which the project interacts. Examples of these are as follows:

- 1) The site and offices are kept clean and tidy
- 2) No dilapidated plant, equipment or other facilities exist
- 3) Fences are kept in a well maintained condition
- 4) Company signs and identification are clean, tidy and professional
- 5) Employees present neatly and act professionally

4.25 Road Condition

All site staff and personnel will ensure that any road, footpath, shared path or cycleway which is open to the public is at all times kept free of any mud, dirt, deleterious material, trip hazards and debris arising from any construction activity.

As a minimum, Georgiou will:

- 1) Apply appropriate treatments to roads, footpaths, shared paths or cycle ways that protect the roads, footpaths, shared paths or cycle ways from damage arising from the any construction activity and allow for repair if damage occurs.
- 2) Repair immediately any damage to any road, footpath, shared path or cycleway which is open to the public, caused by the any construction activities. The road, footpath, shared path or cycleway must be repaired to a condition at least equivalent to the condition it was in immediately prior to the occurrence of the damage.

4.26 Property Access

Georgiou is to carry out the Property Works and do all things necessary to satisfy the reasonable requirements of individual owners, occupiers of and visitors to properties, businesses and community facilities affected by the construction activities in respect of timing, duration and the carrying out of the relevant Activities.

Suitable access is to be maintained at all times to all properties and between severed portions of properties. Appropriate detours must be arranged and provided.

No reduction to the level of access, (vehicular or pedestrian) to any commercial property during its relevant trading hours is permitted without the written agreement of the owner and occupier. The Contractor must make all required arrangements with the Affected Parties in relation to the impacts and consequences of the interruption of any Utility Services.

4.27 Utility Services

In order to minimise risks to assets and people during construction, protecting utilities throughout the project is a high priority for Georgiou. An important part of our works will be to positively confirm, by DBYD, service locating and in doubt by non-destructive vacuum excavation methods, the identification and locations of all known utilities identified within the limits of our works and / or which could be at risk of damage as a result of our works.

All utilities will be located and positively identified by visual reference and surveyed for alignment and level prior to the commencement of any mechanical excavation. Upon positive identification of these services and confirmation of position we will establish the course of action for the relocation

process or level of protection required and exclusions zones etc. in consultation with the relevant utility provider. If the service can remain in its existing position, Georgiou will carry out the protection required by the utility owner.

Should an unknown service be encountered Sydney Metro will be advised to commence the process under the SMW Unexpected Utility Finds Process. Please refer to Appendix G. A thorough investigation will be carried out to determine the nature of that service. Asset owners will be contacted if necessary to assist in identifying the service and who is served. No service will be cut until identified by the asset owner as being redundant or traced back to a cut end and confirmed as redundant. Electrical locating wands will be used to determine if the cable contains live signal however will not be relied upon to determine if the cable is redundant.

In the event that relocation of the service is required, a work methodology will be formed in consultation with the service provider and determine whether Georgiou or the service owner will need to carry out these works. If the utility owner needs to carry out any direct works, they will be required to follow all Sydney Metro and Georgiou rules and procedures and undergo Project Safety Inductions. SWMS and proof of insurance will also need to be provided in order to commence works on site.

4.28 Parking

Parking for site personnel will be provided in the site compound off Port Access Road. There is sufficient parking available in this location for all workers associated with the project. All vehicles must be parked in this location and not on the site.

4.29 Security

Security of the site and equipment will be provided through fenced off work areas at the project site.

Staff should ensure that where practical, equipment is locked in these compounds when not in use (particularly outside normal working hours). Staff should be vigilant in ensuring areas are locked at the end of the work shift. The construction Supervisors will be responsible for locking and opening the sites. Issue of Security Keys to the compounds will be controlled and registered to key personnel only on the site.

4.30 General Maintenance, Inspection and Testing

The maintenance, inspection and testing of plant and equipment will be carried out and documented evidence of compliance must be retained on the *Site Master Safety Register*. This applies to:

- equipment capable of working at height;
- all lifting and rigging equipment;
- Portable electrical equipment and power generators (power packs, generator sets, portable welding sets, etc.);
- emergency equipment;
- medical/first aid equipment;
- gas cutting, flash back arrestors and welding equipment;
- gas detection units;
- Compressors/receivers.

A registered plant register together with copies of the certificate and inspection documentation will be maintained with copies and documentation available on demand.

4.31 Electrical Inspection, Tagging and Testing

A visual inspection will be completed on all portable electrical equipment prior to its use. Tagging and testing is to be completed at 3 monthly intervals by a competent person in accordance with the Working with Electricity Procedure and to AS/NZS 3012 Electrical Installations - Construction and demolition sites AS/NZS 3760 In-Service safety inspection and testing of electrical equipment.

Testing of the Site offices & compound electrical installation will be conducted at 6 monthly intervals. The site office and compound installation is to be verified as compliant & issued with a Certificate of Conformance (as per Fair Trading requirements) by an accredited electrical contractor. Office Electrical Sub-boards will also undergo 6 monthly Test & Tagging.

Equipment that does not have a current inspection tag, is damaged or fails any test will be withdrawn from service, tagged 'out of service' until tested and repaired by a competent person in accordance with the Isolation and Tagging Procedure.

Records of Electrical testing/tagging will be provided to the project by the accredited person undertaking the testing with an electronic copy retained on the project Document Management System (DMS).

4.32 Site Maintenance During Construction

Staff will conduct weekly inspection of all hoardings and fencing.

In the eventuality of being unsuitable to provide protection and a separation between the public and the work site and not fit for purpose, the hoardings and/or fences, will be repaired and/or replaced immediately or made safe until a replacement panel is become available. Particular attention is to be given to any graffiti advertising materials on the hoarding and fences and being removed or covered within 24hrs.

The contractor will also monitor the growth of vegetation and weeds around the working areas and trimmed these as required to maintain the work area and fences clean and clear of vegetation and weeds.

4.33 Project Testing & Commissioning Methodology

The Testing & Commissioning Phase will occur during project handover and required for reaching Practical Completion with the principal or nominated asset owner.

All associated stakeholders as nominated by the principal will be engaged prior completion for consultation on the testing and commissioning process and review of the handover documentation and any required training.

Operational and Maintenance Plans will be provided for the works to the principal or nominated asset owner at completion;

4.34 Construction Phase support

Design support during construction will be provided by CCM who will be managed by Sydney Metro. All correspondence to CCM must be conducted via Teambinder.

Georgiou will also engage an Occupational Hygienist, Surveyor and Services Locating Contractor required for the works.

The requirement of engagement will be specified within the Quality plan and Inspection and Test Plans (ITPs) with Witness points and Hold points.

4.35 Manufacturers Data Report (MDR)

The requirements for the final MDR should be clarified at the start of the project and, if applicable, a MDR Index should be proposed and approved by the Client to guide information/evidence gathering through the construction & testing process.

Any Contractor, when working on Structural, Hydraulic, Electrical and Pavement activities has a responsibility to provide clear evidences that:

- Materials (Steel, Bolts, Nuts, Washers, Pipes, Valves, Clamps, Paint, etc.) supplied by suppliers conform to the standards specified in the contract.
- Workmanship (Welds, Tensioning, Sealing, Calibration, Painting, etc.) has been verified by a third party as conforming to standards specified.
- It is important to ensure this process is followed through the construction process and not deferred to the end of the project. Achieving Practical Completion will depend on the successful completion and approval of the final Manufacturers Data Report.

4.36 Project Site Handover Methodology

A progressive handover of the Project Works will take place by the Contractor handing over each Portion once that Portion has reached Completion. Based on the portions and site characteristics, handovers may require the following items to be met

- As-Build Drawings are updated on each handover in CAD and PDF files as applicable
- MDR approved
- Defect List/Punch List completed and signed-off
- Signage and information notices installed
- Site Cleaned up/Removed
- Final Client Meeting (Closure Meeting)
- Final Report submitted
- Final updated Registers submitted
- Request and Receive Practical Completion confirmation
- Request the release of Guarantees/Bonds from the Client

4.37 Project Closure

Once Practical Completion has been achieved/awarded, the project will finalise the demobilisation process and start the Project Closure Process.

In closing the project/contract, it is important to achieve the following outcomes:

- Final Claim certified, invoiced and paid
- Return of relevant Bonds/Guarantees from the Client
- Insurances and financing arrangements cancelled
- Deeds of Release, Retentions and Guarantees released to relevant subcontractors/suppliers
- Project Performance reviews completed with all staff
- Staff returned to resource pools or reallocated to other projects. It is important to provide notice (change of employment condition) for each member at least 30 days prior to the event. The earlier the release dates are provided, the better the opportunity exists for the

employees to be reallocated to another project and Georgiou saving the expense of re-recruiting

- Subcontracts closed, contractors terminated and paid
- Open purchases orders closed
- Active Cost Codes closed to avoid further overhead/internal charges
- Project Closure Report compiled and approved

The report format is available on Genie, but it should at least express the following:

- Summary Project Information (Portion of Part 2 of this document)
- Project Scope Statement (Part 3 of this document)
- Project Performance
- Achievement against Project Objectives stated at the start
- Achievement of actual project KPIs against latest approved KPIs
- Variance Analysis against baseline KPIs
- Staff Performance in general
- Subcontractor performances
- Lessons Learnt on the Project
- Recommendations for similar work in the future with reference to;
 - Tendering - rates, quantities and time frames.
 - Construction Methodology/Process.
 - Other as required

4.38 Project Escalation 'Procedure'

The project Leadership Team is committed to transparent, open and professional conduct on the project. The team understands and have accepted that alleged Bullying and Workplace Harassment cases will follow the Georgiou Issue Resolution process, and all other issues relating to the sharing of critical/important project information will follow the principles below:

- 1) Any individual on the project that is not satisfied with the current situation, , or have information of value, will be allowed to express him/herself to the immediate supervisor first, who will decide on further action up the chain of command
- 2) If the immediate supervisor decides not to escalate, and not addressing the complaint sufficiently, the individual has the right to raise the concern at the next level of command, without being penalised for escalating the matter
- 3) When a critical activity, or a critical risk control, has not met the planned date or planned standard, any individual on the Project Leadership Team is allowed to report it to the Project Manager immediately
- 4) If the Project Manager is non-responsive, or indicate non-importance to any matters escalated, or slow in terms of responding, the matter can be escalated to the Line Manager of the Project Manager without being penalised for escalation
- 5) If Project Team Leader members on the project are not executing their responsibilities according to the desired functional standard, policies and procedures, the Project Manager has the right to escalate matters to relevant the functional heads in Head Office, without being penalised for escalating
- 6) Any event that occurs on the project that may become an embarrassment for the Project Leadership Team, or The Company, or The Client, or any Key Stakeholder, or Member of the team, will be reported immediately (within minutes) through the authority structure to the

Project Manager. This will assist to pro-actively manage potential damage to the project and company.

4.39 Insurances

The Project Manager and Contracts Administrator shall ensure that all insurances required by the contract are in place prior to the works commencing and remain valid throughout the contract period. Where required, the PM should consider taking out insurance/cover on policy excess amount if amount is significant.

Details of the contract specific insurance requirements can be found in the Obligations and Rights Analysis, to be read in conjunction with this document.

4.40 Plan update & reviews

This Plan will be updated bi-annually at minimum, though also at any time as a direct result of:

- Changes in design or construction sequence, staging, methodology or resourcing,
- The status and progress of the works activities
- Changes to access to site, and
- Changes directed by Sydney Metro Representative under the contract

Any reviews/changes resulting in the delay in Practical Completion Date, or Reduction in Margin Dollar Value > 5%, or change in legal/commercial obligations will require approval (sign-off) from Senior Management.

The Project Manager is also responsible for reviewing the Project program on a monthly basis to ensure that the current program is not being compromised and to take remedial action if current performance is not achieving the program milestones. They will also highlight any key aspects of the progress of the program at weekly site meetings or tool box talks.

5. APPENDIXES

5.1 Appendix A: Project Baseline Schedule / Program

Refer to separate programme document. (PDCS Ref: SMWSDDS-GRG-TBY-PG-PRG-000014)

5.2 Appendix B: List of Approved Cost Codes

19/10/20 - Preliminary cost codes established at this stage only.

5.3 Appendix C: Training & Competency Matrix

Refer to Health and Safety Management Plan 6119-HS-MP-001 Project Health and Safety Management Plan. (PDCS Ref: SMWSDDS-GRG-TBY-HS-PLN-000011)

5.4 Appendix D: Variation & EOT Register

To be developed as required

5.5 Appendix E: Risk Register and Actions

Refer to 6119-HS-REG-001 Project Risk Register (PDCS Ref: SMWSDDS-GRG-TBY-HS-REG-000072)

5.6 Appendix F: Site Establishment and Layout Plans

a) Site Layout Plan: PDCS ref SMWSDDS-GRG-TBY-CM-PLN-000073

b) Site Compound Plan: PDCS ref SMWSDDS-GRG-TBY-CM-PLN-000076

5.7 Appendix G: SMW Unexpected Utility Finds Process

Refer to PDCS ref SMWSDDS-GRG-TBY-CM-PLN-000077